

## SECTION 1: PRIORITY OUTCOME

### SAFER STREETS

Creating and maintaining a safe city requires both long-term preventive measures and the capacity for effective response to crime, fire, accidents, and other emergencies.

Safer Streets encompasses agency actions as diverse as code enforcement, zoning classification, the design of buildings and public spaces, traffic and transit design, outreach to at-risk youth, and offender re-entry services. It also includes core public safety functions such as targeted police deployment and fire safety measures.

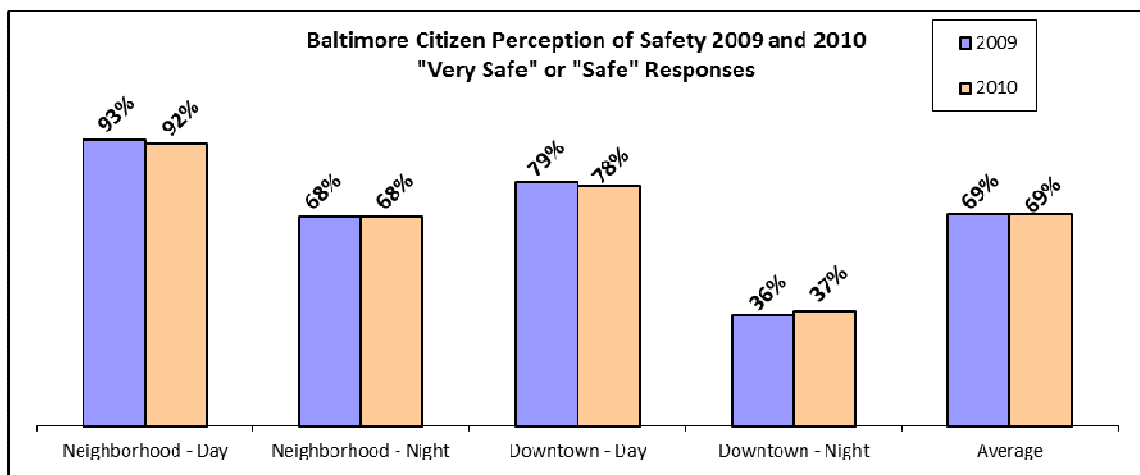
Safer Streets includes immediate emergency response as well as efforts such as adaptive police deployment, criminal investigation, property-based nuisance abatement, and outreach to victims and affected communities.

Although the following goals and strategies serve as guidance for your service proposals, they are not intended to be an all-encompassing or exhaustive list.

## SECTION 2: SMART GOALS

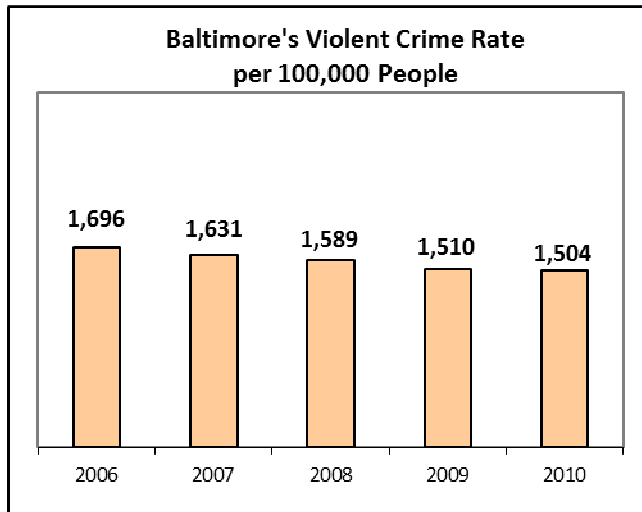
The following five goals will be used to monitor the overall progress on this Priority Outcome. Proposals that “move the needle” on these goals will receive priority consideration for funding. However, we recognize that many other elements also contribute to achieving the outcome of a safer city – these ideas will receive consideration as well.

- 1) Increase the percentage of citizens that rate the City safe or very safe.** – The 2010 Baltimore Citizen Survey asks citizens to rate the City’s safety in their neighborhood and downtown, during the day and at night. The average score for 2010 was 69%.



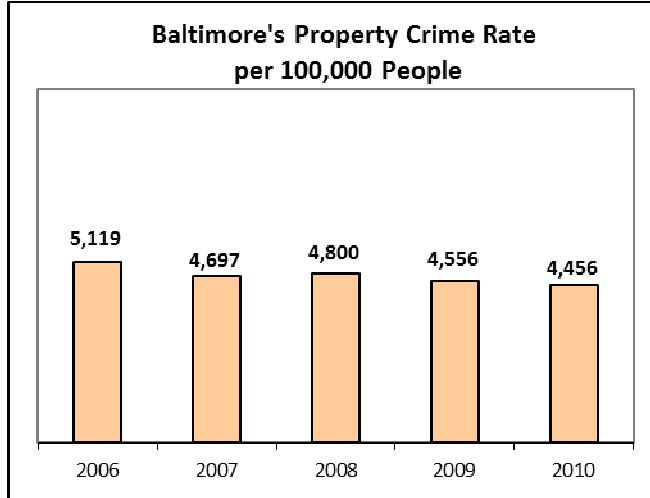
Source: Baltimore Citizen Resident Survey 2009 & 2010

- 2) Reduce violent crime rate.** – Violent crime includes murder, rape, robbery and aggravated assault. Prominent components of this Goal include reducing gun crime and the number of juvenile victims of crime.



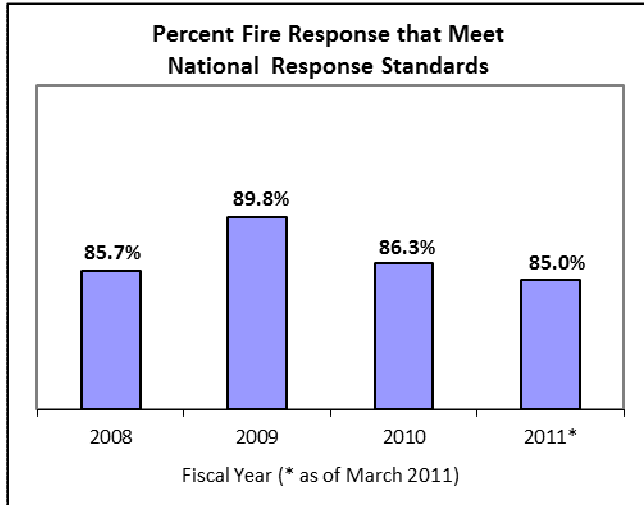
Source: FBI Uniform Crime Rate for Baltimore

- 3) Reduce property crime rate.** – Property crime includes burglary, larceny and auto theft. Property crime was in the top six most serious concerns of respondents to the 2010 Baltimore City Resident Survey.



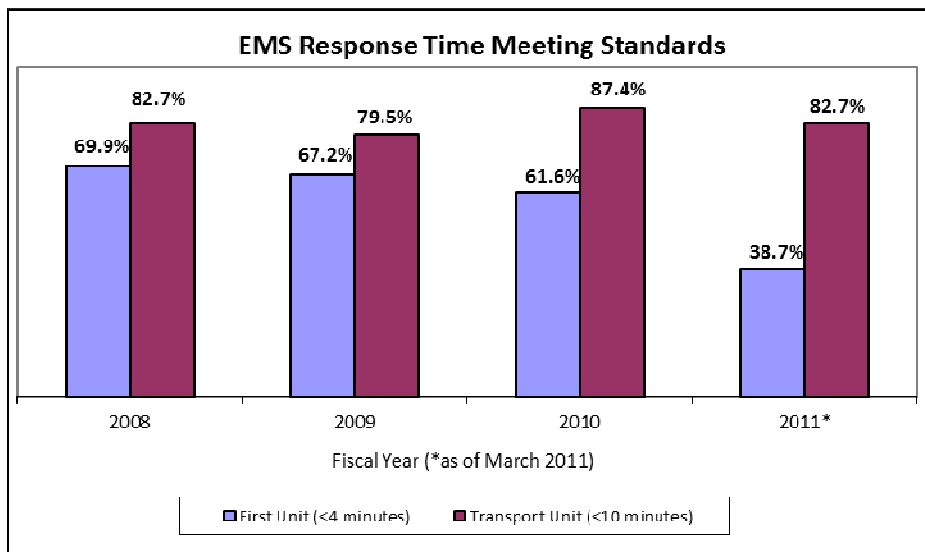
Source: FBI Uniform Crime Rate for Baltimore

- 4) **Increase the percentage of Fire responses that meet national response standards.** – Staffing and funding shortfalls during the past year have challenged the performance of the Baltimore City Fire Department. All options must be considered in order to return to the 90% national standard.



Source: Baltimore City Fire Department

- 5) **Increase the percentage of Emergency Medical Service (EMS) responses that meet standards.** – Most citizens do not realize that over 80% of Fire Department responses are for EMS incidents. Combined with staffing and funding shortfalls, this amount of activity presents a significant challenge to the Baltimore City Fire Department. The goal for EMS performance is to have a Fire Department unit on the scene within four minutes of dispatch and to have a transport unit on scene within ten minutes.



Source: Baltimore City Fire Department

## SECTION 3: CAUSE-AND-EFFECT MAP



## SECTION 4: SUGGESTED STRATEGIES

In priority order, we seek proposals that:

**Strategy 1. Target police patrol, law enforcement, investigation and prosecution on reducing violent crimes, and particularly on reducing crimes involving gun use and juvenile victims.**

Reducing gun availability has contributed greatly to the success of reducing violent crime. Proposals should emphasize reducing the number of juvenile crime victims including instances of child abuse. Plans should seek to target resources towards gang reduction, police patrol and law enforcement. Applicants should emphasize community education, civility and conflict resolution, and innovative solutions as ways to reduce violent crime.

**Strategy 2. Reduce property crime by identifying and strategically addressing contributing factors, which may include substance addiction and offender re-entry.** Factors that contribute to property crime more than others include drug addiction and inadequate offender re-entry programs. The Results Team will pay particular attention to proposals which address potential motivating factors for property crime. Agencies may choose to address factors through targeted patrol and law enforcement methods, conflict resolution, recidivism reduction, and specialized judicial systems such as drug courts.

**Strategy 3. Improve Emergency Medical Services outcomes through public education, quality care and appropriate rapid response.** Proposals should provide methods to facilitate rapid emergency medical dispatch to customers who need it most, reduce 911 system abuse, and reduce false alarms. Quality assurance and improvement, targeted medical outreach and intervention, and better resource management may provide these outcomes.

**Strategy 4. Improve Fire and Rescue response times by effectively preventing fires, improving our level of preparation, and implementing measures to support rapid and efficient emergency responses.** Plans should seek to reduce arson and false alarms, improve home fire safety and emergency preparedness, and increase fire inspections and code violation abatement. Proposals should also provide methods to increase the City's capacity to respond, and to effectively deploy limited resources to emergencies.

**Strategy 5. Increase the rate at which citizens report feeling safe in neighborhoods and downtown areas by improving police and resident visibility.** Proposals should focus on bolstering the public's confidence and perception of safety and security by providing visible public safety enforcement and community interaction in all areas of the city. Submissions may also include ways to more effectively prosecute crime and reduce recidivism. Agencies may propose improving citizen visibility by improving public spaces through animal control and nuisance abatement, and by encouraging citizens to maintain a positive presence in their neighborhoods by engaging them in public events and activities like Citizens on Patrol (COP) walks. Finally, proposals may consider ways to increase public safety transparency and ethical conduct in an effort to improve residents' opinions about their city government.

**Strategy 6. Improve public safety awareness by facilitating partnerships and active engagement between communities, government agencies, and private organizations.** During times of strained resources, Baltimore needs as many members of communities, government agencies, and the private sector to actively participate in improving public safety as possible. This includes facilitating public-private partnerships and interagency collaboration to advance innovative, efficient approaches to making streets safer. It also includes extensive community engagement: tasking citizens with the responsibility for implementing proven prevention techniques such as installing smoke alarms, and establishing strong relationships with their neighbors and public safety officers so that they can effectively recognize and report suspicious and dangerous activity. The Results Team will pay particular attention to proposals which facilitate crime reporting, transparency within agencies, responsiveness to the public, personnel training, and more effective use of information technology. These strategies prepare agencies, organizations and individuals to prevent and respond to crime, fires, emergencies, natural disasters, acts of terrorism, major infrastructure damage and other remarkable events.

## **SECTION 5: CRITERIA**

**Value.** Proposals that demonstrate good value tell us what we can expect to be delivered per dollar spent. Value is a measure of both efficiency and the effectiveness of a service.

**Strength of alignment with the Priority Outcome, Goals, and Strategies.**

**Innovation.** Innovative proposals demonstrate new solutions or the degree to which the service improves or re-engineers the way a service is currently delivered. Even high-value services, as they currently are delivered, have areas for improvement.

**Multiple Priority Outcomes.** We seek proposals that demonstrate the ability to address multiple Priority Outcomes concurrently.

**Leverage.** We seek proposals that demonstrate the ability to leverage other funds or resources for service delivery, and/or collaborate with other internal or external entities. Partnerships can also be with neighborhood groups or other non-service providers.

**Evidence-based.** We seek proposals that deliver a service that is proven effective through empirical data or professional best practices. This can be an agency's data gathered through CitiStat or some other performance measurement effort, or reliable data gathered by another organization.

**Part of a Strategic Plan.** We seek proposals that advance an existing or emerging strategic plan. Strategic Plans outline clear goals and objectives with specific action items, funding sources, individual roles, and time lines. Examples include the Sustainability Plan, Comprehensive Master Plan, Ten Year Plan to End Homelessness, Birth Outcomes Plan, etc.

**Customer Service Focus.** We seek proposals that focus on providing excellent customer service. Think of customers broadly and to include internal customers, such other City agencies or City staff members, and external customers, including citizens and users of City services.

## SOURCES

*The Effectiveness of Neighborhood Watch*. Bennett T, Holloway K, Farrington D Campbell Collaboration, 2008.

*"Award Winning Community Policing Strategies."* International Association of Chiefs of Police (IACP). US Dept of Justice, Community Oriented Policing Services.

*"Community Policing in America: Changing the Nature, Structure, and Function of the Police"*. Jack R. Greene, Policies, Processes and Decisions of the Criminal Justice System, 2000.

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Sherman, Lawrence W, "Policing for Crime Prevention", Chapter 8 of A Report to Congress, Prepared for the National Institute of Justice, 1996